



POLICIES AND PROCEDURES

MONTGOMERY COUNTY DEPARTMENT OF FIRE AND RESCUE SERVICES

TITLE

STATION MANAGEMENT

NO. 240

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DATE

August 28, 1991

DIRECTOR APPROVAL

PURPOSE

- 1.0 To establish a station management program to provide for the proper use of resources to meet Department and Corporation goals and objectives.

APPLICABILITY

- 2.0 All Bureau of Operations personnel.

DEFINITIONS

- 3.0 Collateral Assignment Period (CAP) - An activity period specifically designated to give personnel the flexibility to meet individualized training requirements, conduct performance appraisals, counsel employees, and maintain collateral duties (DFRS and Corporation).
- 3.1 Daily Activity Periods - Time periods designated throughout the work shift where officers and personnel conduct activities to accomplish Department goals and objectives.
- 3.2 Daily Activity Report - A standard Department report to record information regarding the time and attendance of personnel, completion of activities and responses to alarms.
- 3.3 Station Activity and Personnel Management Program - A series of linked computer programs designed and developed to meet the various needs of Station Management reporting.
- 3.4 Station Management - A program designed to most effectively utilize resources to meet goals and objectives established for maintaining apparatus, stations and personnel.

RESPONSIBILITY

- 4.0 The Chief, Bureau of Operations is responsible for establishing goals and objectives in such areas as fire prevention, training, pre-planning, etc., as outlined in the Bureau of Operations Work Program.
- 4.1 The District Chief is responsible for completing and forwarding a monthly report on his/her District's activities to the Chief, Bureau of Operations, by the 10th of each month.



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- 4.2 The DFRS Duty Chief and District Chiefs are responsible for general compliance with this policy.
- 4.3 The Senior Career Officer must ensure compliance with this policy.
- 4.4 The Station Commander is responsible for developing work assignments as required by this policy.
- 4.5 The Station Officer is responsible for managing this policy, in accordance with other applicable Department policies.
- 4.6 All personnel are responsible for participating in the planned activities according to this policy, at the appropriate times as required.

POLICY

- 5.0 The Department of Fire and Rescue Services is committed to providing the work force with guidelines and an organized program to meet station management objectives.
- 5.1 The provisions of the Station Management Policy must be followed by all officers. However, exceptions may be made for cause. Changes must be noted in the station log and on the daily activity report. The Station Officer, with authorization from the Senior Career Officer, may amend the daily activity program.
- 5.2 Station logs must be maintained by the Station Officer or designee in accordance with Corporation policies. At a minimum, the log must include the following entries for DFRS purposes:
 - A. Time and attendance of all personnel assigned to the shift.
 - B. Alarm responses.
 - C. Other information as required by the Senior Career Officer.
- 5.3 The Bureau of Operations is committed to achieving established goals through the quality use of work time, not the quantity of time expended on an activity.



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PROCEDURE

- 6.0 At 0700 hours and other times as required, the Station Officer must conduct a line up for the purpose of determining if all personnel scheduled to work are present. At this time the Station Officer must perform the following tasks:
- A. exchange relevant information with the officer of the off-going shift;
 - B. assign and post riding positions for all personnel;
 - C. assign and post station maintenance areas for all personnel;
 - D. review known apparatus defects;
 - E. review and post activities planned for the day;
 - F. review any Directives, Policies & Procedures, Information Bulletins, memos or notices issued since the last shift;
 - G. review systems out of service;
 - H. review hydrants out of service;
 - I. review streets closed.
- 6.1 The Station Commander must establish a plan for checking apparatus by apparatus riding position and assigning station maintenance responsibilities. These assignments must be posted in the watch office or other conspicuous location at all times. The plan must ensure that the apparatus and stations are maintained in a high level of readiness and cleanliness.
- 6.2 When the station alerting system is out of service, the Station Officer must establish a watch detail. Watch details may also be established at other times deemed necessary. A person who is assigned to this watch must answer all incoming calls, monitor the radio, and alert all personnel when an alarm is received.
- 6.3 Four formal activity periods are scheduled per 24-hour shift. The Morning activity periods include physical fitness and a goal-oriented activity scheduled by the Station Commander. The Afternoon and Evening activity periods will be utilized to complete quarterly drill requirements, fire prevention and public education activities, apparatus details, station maintenance projects, and collateral duties.



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6.4 Time allotments for the station daily activity schedule are as follows:

.25-.5 hrs.	line up
.5-1.5 hrs.	daily station maintenance
.5-1.0 hrs.	apparatus check
1.5-2.5 hrs.	physical fitness
1.5-2.0 hrs. each	scheduled activity period (training, fire prevention, apparatus or station maintenance, or CAP)

This schedule may be modified, if necessary, by the Station Officer in order to accommodate specific priority details. Line up and apparatus check must be performed at the beginning of each shift. Physical fitness should normally be performed in the morning.

6.5 The Station Officer must use any unscheduled time allotted in order to complete activities that have been interrupted by unscheduled events. A maximum of six CAPS may be scheduled per station per week.

6.6 An example of a station weekly activity schedule is as follows:

	MORNING	AFTERNOON	EVENING
SUNDAY	P.T., WKLY/MONTHLY APP. MAINT.	CAP	CAP
MONDAY	P.T., WKLY APP. MAINT.	WKLY APP. MAINT.	TRAINING
TUESDAY	P.T., TRAINING	FIRE PREVENTION	TRAINING
WEDNESDAY	P.T., FIRE PREVENTION	TRAINING	TRAINING
THURSDAY	P.T., TRAINING	FIRE PREVENTION	CAP
FRIDAY	P.T., FIRE PREVENTION	TRAINING	CAP
SATURDAY	P.T., WEEKLY/MONTHLY STA. MAINT.	WEEKLY/MONTHLY STA MAINT. (CONT'D)	CAP



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- 6.7 The Station Commander must submit his activity plan for the coming week on the Weekly Planning Form to the Senior Career Officer by 1200 hours on the preceding Wednesday. Once approved by the Senior Career Officer, a copy of the form should be provided to the DFRS Duty Chief, District Chief and designated Corporation representative.
- 6.8 At the end of each shift the Station Officer must complete the daily activity report in accordance with the Department's most recent version of the Station Activity & Personnel Management Program and forward a copy to the Senior Career Officer.
- 6.9 At the end of each calendar month, the District Chief must compile statistics from the current station activity and personnel management program, prepare a report, and forward it to the Chief, Bureau of Operations no later than the 10th of the following month.
- 6.10 The activities outlined in Section 6.3 of this policy may be modified or suspended by the Chief, Bureau of Operations on New Year's Day, July 4th, Thanksgiving, Christmas Day, or other times at the Chief's discretion.
- 6.11 Riding assignments must be recorded as follows:

Apparatus

Position

Refer to Station Activity
and Personnel Management
Program

1. Driver
2. Officer
3. Firefighter/Rescuer
4. Firefighter/Rescuer
5. Firefighter/Rescuer
6. Firefighter/Rescuer

Example: E1-Engine Driver, E2-Engine Officer, etc.

ATTACHMENTS

7.0 Weekly Planning Form

8035a



DEPARTMENT OF FIRE AND RESCUE SERVICES
MONTGOMERY COUNTY, MD.

STATION _____ ACTIVITY SCHEDULE

Week of ____/____/____ to ____/____/____

Morning Activity		Afternoon Activity		Evening Activity	
Sunday	Code		Code		Code
Monday					
Tuesday					
Wednesday					
Thursday					
Friday					
Saturday					

Submitted by: _____ Reviewed by: _____

Personnel				Status		Station _____ Date _____	
Name	Code	In	Out	Day	Night	Number of Incidents	
						Engine _____	Truck _____
						Squad _____	
						Amb. _____	MICU _____
						Apparatus Remarks	
						Notes	
Daily Activity Outline						Activity Code	From To Staff Work Hrs
A							
B							
C							
D							
E							
F							
Remarks							Total Work Hrs
Station Officer _____							

Station Officer